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ing of the Constitution of the United States, but rather to present in one concise book the work of the convention and the details and compromises discussed and finally worked out and adopted therein.

Professor Farrand summarizes the details he has presented in his chapter on the convention and its members by stating that the fifty-five who actually attended the convention were at an average age of forty-two or forty-three, one-sixth were of foreign birth, three-fourths had served in Congress, and practically all of them had played important parts in the revolution. "In a time before manhood suffrage had been accepted, when social distinctions were taken for granted, and when privilege was the order of the day, it was but natural that men of the ruling class should be sent to this important convention."

He shows that every provision of the Constitution can be accounted for in American experience between 1776 and 1777 and that it is "neither a work of divine origin, nor 'the greatest work that was ever struck off at a given time by the brain and purpose of man,' but a practical, workable document. . . . It was floated on a wave of commercial prosperity." He finds that the features that recommended the Constitution to the acceptance of many were its simplicity and its practical character. He illustrates the differences of opinion pertaining thereto, however, by noting that in Halifax, Virginia, a preacher had pronounced from the desk a fervent prayer for the adoption of the federal Constitution. No sooner had he ended his prayer than a clever layman ascended the pulpit, invited the people to join a second time in supplication and put forth an animated petition that the new scheme be rejected.

CLYDE LYNDON KING.

*University of Pennsylvania.*

GANTT, H. L. *Work, Wages and Profits.* Pp. 312. Price, \$2.00. New York: Engineering Magazine Company, 1913.

Mr. Gantt begins his book by showing that both employers and employees have attempted to advance the interests of their classes by the use of force. The factory owners have combined in an effort to keep the laborers in separate wage groups, and have refused to advance the compensation of the groups except under compulsion. Individual, good workmen have been unable to obtain higher pay than the mass, hence have sought to make the group wage higher through unions. This system brings the welfare of employer and employee into antagonism, and produces strife without ultimate profit to either party to the conflict. Mr. Gantt believes that the laborer's desire for greater remuneration and the owner's wish for lower labor cost can be harmonized, through a system of better management, whereby each party gets part of the gain derived from an increased production.

In the system he advocates, it is the management's duty to analyze the processes of manufacture in order to discover the best way to do any particular operation. When the best method has been discovered it is to be made a standard to which the workman must conform. To guarantee that the job may be done in the standard way it is also the function of the management to provide proper tools, appliances and materials, and to see that these are always

ready for the workman's use. The standard method is set as the laborer's task. If the task is done in the way prescribed and in the time allotted, the worker should be rewarded by a bonus in addition to his regular wage. Every one contributing to the successful completion of the task, even foremen and superintendent, also receives a bonus above his wage if the task be properly done. After a task is once set, and the bonus agreed upon, they should not be changed even if the worker receives wages that seem to be extraordinary. An essential part of the system is the keeping of accurate records of every task and each worker.

Such a system rewards the factory owner, because it gives a larger production of better quality with the same equipment as used formerly. Hence labor cost is reduced. It benefits the worker by rewarding skill and good work in direct proportion to the effort put forth.

From the practical viewpoint the book makes a great contribution to the science of management in the scheme of bonus payment for a set task. The numerous charts, and the evidence drawn from the author's personal experience are also valuable.

As a piece of literature the book might be much improved. For instance chapter XI on prices and profits might well have been placed first, instead of next to the last. Throughout the first part of the book there are also many repetitions of the same ideas often expressed in identical words. The volume shows too plainly that it is a collection of magazine articles, and not a consecutive story, planned as one complete piece of work.

R. MALCOLM KEIR.

*University of Pennsylvania.*

*Industrial Unrest and the Living Wage: A Series of Lectures given at the Inter-Denominational Summer School, held at Swanwick, Derbyshire, June 28-July 5, 1913.* Pp. 182. Price, 2s. London: P. S. King and Son, 1913.

This little book is simply a report of the addresses delivered at the second session of the United Summer School—appearing as the second volume of a series of such, entitled *Conveying Views of Social Reform*. It is significant as expressing the reaction of the religious groups of England to the pressing questions of social advance. An interesting fact is that this important summer school took its rise from the student Christian movement. The English experience perhaps points the way to a closer coöperation of the church and university in this country through the present emphasis of the intercollegiate Christian associations upon social service.

With regard to the contents of the book, the introductory address by Mrs. Creighton, and those following by the Bishop of Lichfield and Rev. Lloyd Thomas, with the last in the volume by Canon Holland, present well the varied relations of Christianity and social service, and emphasize the responsibility of the church for leadership in the essentially Christian social movements of the day.

The remainder of the lectures are discussions, by able students, of the subject of the standard of living, and its maintenance by the enforcement of